

Cost Metrics

- Cost Variance (CV)-The difference between a task's estimated cost and its actual cost:
 - $CV = BCWP - ACWP$
 - Negative Value = over budget and/or behind schedule
 - Positive Value = under budget and/or ahead of schedule
- Cost Performance Index (CPI)-percentage of work completed per dollar spent
 - $CPI = BCWP \div ACWP$
 - ratio > 1 = ahead of schedule and/or under budget
 - ratio < 1 = behind schedule and/or over budget

It Services Costs Metrics Benchmarking And Marketing

Daniel F McAuley



IT Services Costs Metrics Benchmarking And Marketing:

IT Services Anthony F. Tardugno, Thomas R. DiPasquale, Robert E. Matthews, 2000 PLEASE PROVIDE COURSE INFORMATION PLEASE PROVIDE IT Web Services Alex Duong Nghiem, 2002 This guide to IT Web services is based on 16 case studies and interviews with early adopters and key industry executives It demonstrates the business benefits for Web services and Web services networks and provides sufficient real world data and technical information to inform decision makers **Sales Benchmarking** , *Managing IT Outsourcing, Second Edition* Erik Beulen, Pieter M. Ribbers, Jan Roos, 2010-12-15 Outsourcing is a major international phenomenon in business today The areas of Information Technology and Management represent a unique case for outsourcing both in terms of benefits and potential interorganizational problems This completely revised edition presents the latest theory research and practice in this fast changing field With a range of case studies from outsourcing companies across the globe the book offers a strong grounding in real world industrial experience and keeps abreast of the most important developments in the field The book provides expanded coverage of issues such as offshoring multi sourcing business process outsourcing and the spread of offshoring to countries such as China and Russia Uniquely this book focuses on both sides of the outsourcing relationship providing a balanced exploration of the ways in which these partnerships can be managed successfully Accessible and cutting edge the second edition of *Managing IT Outsourcing* provides an in depth practical perspective on this important and far reaching challenge in information management It is an ideal text for students academics and practitioners alike **Managing IT Outsourcing** Erik Beulen, Pieter Ribbers, Jan Roos, 2006-09-27 The business landscape is changing Outsourcing is now a growing phenomenon in which specific functions are subcontracted to specialist companies often elsewhere in the world IT represents a particular case for outsourcing both in terms of benefits and potential inter organizational problems Deciding whether to keep IT in house or to whether outsource it is a key management responsibility Once a decision for outsourcing has been made relationships with external provider s have to be established and managed This book combines both research and practical examples to explore how this can be done successfully Uniquely the book provides a governance model for such partnerships exploring the risks and responsibilities involved for both parties Drawing on the theories of interfirm networks and the boundaries of the firm here it provides an accessible and cutting edge perspective Incorporating industry examples from a global network of companies including four case specific chapters this book investigates partnerships in industrial sectors and IT functions An invaluable resource for those involved in IT and new technology management as well as strategic business management and planning this book presents all the necessary theory with an indispensable practical perspective *IT Problem Management* Gary S. Walker, 2001 Preface In the past three decades businesses have made staggering investments in technology to increase their productivity and efficiency The technological infrastructure of these companies has become increasingly sophisticated and complex Most companies today are extremely dependent on their technological

infrastructure Operating without it is like trying to run a business without a telephone or electricity Businesses depend on their technology at least as much as perhaps more than any other utility However unlike the telephone and electric industries technology has not had the benefit of 100 years to mature under the control of a handful of companies Thousands of companies contribute to technology each doing whatever they think will sell the best Extreme and rapid innovation is the rule not the exception Change is the rule not the exception The resulting complexity has posed a new challenge for companies how to realize the potential and anticipated benefits of the investments in an environment of constant change Businesses are so reliant on technology that they need it to operate as reliably consistently and universally as the telephone and electricity We are a long way from achieving that level of service Businesses face rising costs because of constant failures that result in lost productivity It is very difficult and expensive to find the resources with the expertise to manage and repair their infrastructures It is extremely difficult and expensive to keep those resources trained to manage a constantly evolving environment But guess what There is no choice but to invest in technology because it has to be done Business cannot stop investing in technology or they will be crushed by the competition So what have they done They have standardized to limit the diversity the expertise required and the problems associated with diversity They have striven to make the infrastructure as reliable as the telephone and to keep employees productive And they have created a team that has the skills the facilities and the charter to fix existing problems and reduce future problems That team is the service center and this book shares how the best of those teams are doing just that Technology impacts more than just a business's internal operations What about the company's customers They often need support as well More companies are realizing the value of providing quality service to its customers Some studies have indicated that keeping a customer costs one tenth the price of getting a new one while the return business from satisfied customers count for substantially more than one tenth of a company's revenue It makes good economic sense to spend money on keeping existing clients satisfied For many companies that means providing customers with quality support for the products and services they purchase So who in the company provides that service You guessed it the service center What is a service center It is an organization whose charter and mission are to provide support services to internal or external customers or to both It is a concentration of expertise processes and tools dedicated to taking customers requests and fulfilling them in a timely and cost effective manner leaving the customer delighted with the experience A service center has a defined range of service offerings from fixing problems to providing value added services and everything in between This book is intended to help a company set up that service center and deliver those services cost effectively The book focuses on structuring the organization and building the processes to move service requests efficiently and effectively through the organization to deliver quality service to the customer It discusses the pitfalls that afflict many service centers and offers techniques and solutions to avoid those pitfalls The book discusses the tools available to help a service center manage its business and deliver high quality cost effective services to customers The traditional help desk is

still around but many have evolved into service centers As more businesses are faced with increasing technology costs and increasing pressure to be productive and efficient internally while delighting external customers many more help desks will be forced to evolve For a well run help desk the evolution is natural and not overly difficult Most help desks were originally designed to provide one type of service technical support Help desks traditionally helped customers by fixing their problems and answering their questions The help desk concentrated technical expertise problem management processes and tools to track and resolve customer problems answer customer questions and deliver that support as cost effectively as possible Many help desks have done this quite successfully and many have not As their companies reengineer and look to streamline operations many company executives have asked the simple question Today you provide one type of service technical support How hard would it be to add additional services It's a fair question because the help desk already takes service requests tracks them makes delivery commitments to customers delivers the services and charges the customers The organization the processes the tools are in place The evolution usually starts small with simple technology related value added services such as ordering PCs You need a PC contact the help desk They'll figure out what you need order it track the order install it when it arrives and then support you if you have any questions Voila the help desk is now providing value added services Since you are ordering the equipment and maintaining and fixing it all the time how about keeping track of it No one else does Again voila you're providing a value added asset management service Since you have all of that valuable information can you report on it quarterly to the insurance and risk management department and the finance and accounting group Yep another value added service Hey you guys are pretty good at this stuff We need computer training Can you make arrangements for that and then handle the scheduling It's happened You are no longer just a help desk you are a service center offering both traditional help desk support and value added services to your customers This goes along for a while and you tweak the processes and improve your delivery capability Then someone in the company gets the idea that a single point of contact for many internal services would be handy and since you're already capable of handling value added services and you do it so well you should consider handling many more That certainly sounds reasonable For example how about a service for new employees Instead of the HR department contacting the telecom department the help desk and the facilities department every time a new employee is hired why don't they just contact the service center and let them coordinate the rest Like magic you've added a service called New Employee Setup or maybe even better Amaze the New Employee You gather the vital information her name who she works for when she starts what budget to charge where she'll be sitting You order her PC you contact telecom to set up her phone and voice mailbox and you contact facilities to set up her workspace Then you notify security and set up her appointment to get a badge you schedule her into the next orientation class and you schedule her in the next PC and Networking in Our Company class Finally you generate the standard welcome on board letter that tells her the classes she is scheduled for and where they are located You have standard attachments that explain how to use the phone and how to log

on to the PC and most importantly how to reach the service center You email the package to HR who is merely awaiting her arrival secure in the knowledge that all is well everything is ready and that the new employee will be duly impressed with her new company Just as you do with the problems you handle you follow up on this service to make sure the work is done on time Now your follow up includes telecom and facilities who essentially act like any other tier 2 group Instead of generating a trouble ticket you generate a tracking ticket which is associated with another new type of ticket a work order One work order is sent to telecom and another to facilities The new tracking ticket looks amazingly similar to a trouble ticket It has the same contact information the customer name and location the desired delivery date the name of the agent who took the order when the order was placed the current status and who else is involved Work order tickets really aren't much different than a traditional trouble ticket to dispatch for example a hardware support technician that includes information on where to go what needs to be done when it needs to be done who is handling it its current status and priority and so on The work order ticket even goes into a queue just like a problem ticket dispatched to any tier 2 support group And just as with trouble tickets you have processes and tools in place to escalate the tracking and work order tickets and to send notifications if there is a problem or if more work to be done The entire process is logically very similar to managing problems The information must be tracked people are assigned to do the work the work is prioritized time commitments are in place processes are in place to handle work that can't be done in the agreed upon time frame additional levels of expertise are available to handle difficulties Perhaps most importantly it is all initiated tracked and closed centrally Many help desks resist this evolution If their house is not in order and they are struggling to handle technical support they should resist Get the technical support in order first Work on your problem management processes and take advantage of your existing tools When your problem management processes are working they'll work just as well for other value added services That is the secret If you can make and meet time commitments for technical support to customers you can easily add new value added services to your repertoire Value added services are like the simplest most common recurring problems your customers call about They're easy because the request is common so everyone is familiar with it The solution is known its predefined Processes to deliver the solution are already in place Processes to deal with unexpected complications are already defined and in use Simple You have the tools the people the processes the organization and the experience Overview This book was written because problem management is one of the most important processes for any IT organization Yet of the hundreds of companies we have worked with it is most often not done well It seems that many companies consider problem management only as an afterthought a necessary evil overhead or worse all of the above So what is problem management Problem management is a formal set of processes designed and implemented to quickly and efficiently resolve problems and questions Those problems and questions come from customers both internal and external Why is problem management important Because how well you do at resolving those problems and questions determines how your customers perceive you Further how you provide those

services can make an enormous difference in your overall costs not only your costs but also the costs your customers incur Do a poor job on your problem management processes and your customers will think ill of you Internal customers can be the most vicious because they know who to complain to They also complain to each other and before you know it the entire company believes you to be incompetent at least as far as problem management goes Worse that attitude can easily fail over to the entire IT department Let s face it most of the IT department s exposure is through the problem management function the help desk and that is where your reputation will be made or broken It isn t hard to justify spending to improve problem management when you calculate the number of hours of internal downtime and the average cost per hour the company absorbs for that downtime Run the numbers and see for yourself External customers can be less vicious on a personal level but from the business perspective their impression is even more important If they don t like the way you handle problems they may complain but worse they will most certainly vote with their dollar by taking it elsewhere and will probably tell everyone they know to do the same Your company worked hard and spent significant dollars to win that customer To lose them because you provided poor service is an enormous waste What will it cost you to win them back Can you win them back Can you ever win their friends and associates Many studies have found that it is much cheaper to keep a customer than to win a new one If your company hasn t seen this light yet you need to convince them This book was written to tell you what you can and should consider doing to improve your problem management processes It is based on experience gained at many different sites and focuses on improving service delivery and efficiency It s true you can do it better and cheaper You may have to spend some capital up front but a standard project cost benefit analysis will show that you can recoup those costs quickly and in some cases can generate significant dollars This book was written for CIOs vice presidents help desk and service center managers and the senior level internal customers of the problem management department anyone who can influence the problem management function and wants to understand more about what can and should be done to improve performance I appreciate any feedback you wish to provide You can reach me at eithergarywalker home com or xogsw hotmail com Best of luck to you Gary Walker

The Internet Encyclopedia Hossein Bidgoli, 2004 Publisher Description **The Internet Encyclopedia, Volume 1 (A - F)**, 2004-11-11 The Internet Encyclopedia in a 3 volume reference work on the internet as a business tool IT platform and communications and commerce medium **Advances in Management Accounting** Marc J. Epstein, John Y. Lee, 2008-12-24 Features articles on a variety of topics in management accounting that are relevant to researchers in both practice and academe This work is suitable for management accounting scholars The Hands-On Project Office Richard M. Kesner, 2003-12-18 Economic pressures have forced IT executives to demonstrate the immediate and calculable ROI of new technology deployments Unfortunately existing IT service delivery often drifts without serious thought as to how process improvements could lead to higher performance and customer satisfaction This volume offers processes techniques and tools that IT managers can use to improve the delivery of IT products and services This

compendium details simple frameworks practical tools and proven best practices for successful IT project management By explaining how to streamline the functions that capture and report information about IT delivery the author clarifies roles responsibilities customer expectations and performance measures resulting in improved service and efficiency Emphasizing the establishment of processes that result in repeatable success the book provides quickly implementable solutions for IT personnel faced with the daily management of large complex systems High Availability Floyd Piedad, Michael Hawkins, 2001 A best practices guide to the people and process issues associated with maximizing application availability Focus is on how enterprises can design systems that are easier to maintain **Making the Number** Greg Alexander, Aaron Bartels, Mike Drapeau, 2008-10-16 The essential tool kit to achieve breakthrough sales performance improvements Numbers don't lie 40 percent of all salespeople miss their targets each year How can sales managers ensure their teams are doing everything possible The key lies in benchmarking which is not new for finance or manufacturing but rarely gets applied to sales Making the Number will teach executives to embrace data driven decision making and rely less on gut instinct Comparing a sales force to those of relevant peers leads to many opportunities to improve performance The authors take readers through their five step methodology for sales benchmarking showing how to select metrics gather compute and compare internal and external data and then actually use the data Making the Number includes case studies of sales benchmarking in action For example find out how Discover Financial Services plays David to the Goliaths of MasterCard and Visa Whether you're a sales rep a manager or a CEO this book will show you a better way to make your number

Enterprise SOA Dirk Krafzig, Karl Banke, Dirk Slama, 2005 Learn to apply the significant promise of SOA to overcome the formidable challenges of distributed enterprise development *Marketing Automation: Concepts and Strategies* Cybellium, 2024-10-26 Designed for professionals students and enthusiasts alike our comprehensive books empower you to stay ahead in a rapidly evolving digital world Expert Insights Our books provide deep actionable insights that bridge the gap between theory and practical application Up to Date Content Stay current with the latest advancements trends and best practices in IT AI Cybersecurity Business Economics and Science Each guide is regularly updated to reflect the newest developments and challenges Comprehensive Coverage Whether you're a beginner or an advanced learner Cybellium books cover a wide range of topics from foundational principles to specialized knowledge tailored to your level of expertise Become part of a global network of learners and professionals who trust Cybellium to guide their educational journey www.cybellium.com **Guide to Intangible Asset Valuation** Robert F. Reilly, Robert P. Schweihs, 2016-11-07 The highly experienced authors of the Guide to Intangible Asset Valuation define and explain the disciplined process of identifying assets that have clear economic benefit and provide an invaluable framework within which to value these assets With clarity and precision the authors lay out the critical process that leads you through the description identification and valuation of intangible assets This book helps you Describe the basic types of intangible assets Find and identify intangible assets Provide guidelines for

valuing those assets The Guide to Intangible Asset Valuation delivers matchless knowledge to intellectual property experts in law accounting and economics This indispensable reference focuses strictly on intangible assets which are of particular interest to valuation professionals bankruptcy experts and litigation lawyers Through illustrative examples and clear modeling this book makes abstract concepts come to life to help you deliver strong and accurate valuations **Marketing**

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Managerial Economics in a Global Economy Dominick Salvatore,2018-07-13 Reflecting the highly globalized nature of tastes production labor markets and financial markets in today s world Managerial Economics in a Global Economy is ideal for undergraduate and MBA courses in managerial economics Adopting a thoroughly global perspective this text synthesizes economic theory decision science and business administration studies examining how they interact as a firm strives to reach optimal profitability and efficiency in the face of modern constraints

Process Benchmarking in the Water Industry Renato Parena,E. Smeets,I. Troquet,2002-03-01 Free market mechanisms increasingly influence former monopoly sectors such as water and wastewater services with requirements for more transparency and efficiency Small and large scale consumers alike demand greater insight into how drinking water tariffs are structured and into the level of service Public and private shareholders require guarantees on water supply at a reasonable price with the requisite quality both of service and product and reliability together with careful eco management Developing sound policies requires information on key industry issues such as water resources public health water services the environment and the cost of providing the level of the service demanded by customers and regulators Similarly informed decision making on issues of ownership industry structure competition policy and effective regulation requires accurate analysis of performance across the industry throughout the world In many sectors of industry Performance Indicators and Benchmarking exercises are widely used as suitable management tools for gaining and maintaining continuous improvement and competitive advantage Addressing the need to promote best practice principles as part of the advocacy for the advancement of water and sanitation services is currently one of the major governance issues that IWA is challenged to tackle The objective is to develop generally accepted procedures and methodologies able to provide decision makers with an overall perception of the utility performance as a sound basis for making strategic choices This

requires the definition of a reference framework for Performance Indicators and Benchmarking methodologies as well as adequate models of aggregation that fit the basic needs of the key types of user. The Task Force on Performance Indicators operating within the IWA Operation and Management Specialist Group and the Task Force on Benchmarking operating within the IWA Statistics and Economics Specialist Group were set up with the remit to develop the definition of such a common language. The Task Force on Benchmarking carried out a survey among the countries represented inside the Statistics and Economics Specialist Group with the aim of designing a framework of the various national approaches to Benchmarking in terms of the type, degree, evolution and main adopted concepts of Benchmarking. Development of the above concepts in focusing Benchmark objectives. The survey indicated that in the main initiatives of Process Benchmarking are voluntary and non systematic. It is evident that many water utilities are on what the European Foundation for Quality Management calls the start up level in terms of Business excellence or continuous improvement and are keen to find best practices to compare with. The Task Force on Benchmarking moved to the second step borrowing the European Commission's DG III recommendation that identify benchmarking as an important tool to improve competitiveness of small and medium sized enterprises in Europe according to the methodologies developed and applied in large corporations. With the objective of developing a generally accepted concept and a methodology with wide applicability deeper analyses were then made of Process Benchmarking procedures adopted in the Nordic countries and in The Netherlands. As a result this Manual aims to present well devised guidelines for establishing a management tool based on the use of Process Benchmarking methodologies that will allow future systematic and rigorous performance comparisons to be made within the water industry.

Contents Main benchmarking experiences in a water context How far we are on benchmarking Benchmarking methodologies in the Netherlands and the Nordic countries One coherent philosophy for two different approaches Process Benchmarking approach Key numbers and definitions References Relations between process benchmarking and performance indicators Introduction letter and questionnaires

The Internet Encyclopedia, 3 Volume Set Hossein Bidgoli, 2004 The Handbook of Information Security is a definitive 3 volume handbook that offers coverage of both established and cutting edge theories and developments on information and computer security. The text contains 207 articles from over 200 leading experts providing the benchmark resource for information security network security information privacy and information warfare. Midwest

Marketing Value Metrics Malcolm McDonald, Peter Mouncey, Stan Maklan, 2014-10-03 This second edition of Marketing Accountability now transformed to Marketing Value Metrics introduces and guides readers through a metrics model developed at the renowned Cranfield School of Management that not only shows how marketing systematically contributes to shareholder value but also provides a metrics based framework for developing and implementing marketing strategies that are measurable and accountable. Malcolm McDonald, Stan Maklan and Peter Mouncey introduce strategic marketing planning and then describe in detail the key steps in the modelling process as well as the procedures for applying it in practice.

Updated throughout this new edition includes the latest digital and social media metrics and advice on measuring the effectiveness of multichannel strategies Marketing Value Metrics will enable marketing executives to measure more effectively the impact of marketing activity against organizational goals and will empower marketing teams and their managers to justify and defend their plans and strategies to their CEOs and CFOs

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